Phase 1: ASSESSMENT

Identifies need for new or revised doctrine due to:
- Policy changes - NSS, NMS, PDD.
- Results of AARs, rock drills, or Tng exercises.
- Lessons learned from current operations.
- Changes in other related doctrine, e.g., joint, AJP, Army Capstone/Keystone, etc.
- Senior leader guidance.
- Force modernization and/or restructure, organizational evolution, or technological developments.
- Concept - A future operational capability identified as a result of the CIDS/ JCIDS processes.
- Ratified International Standardization Agreement (ISA) (AR 34-1).
- Feedback gathered from operational and institutional Army organizations during assessment.

Phase 2: PLANNING

Proponent Identified

AR 5-22, The Army Proponent System

Proponent Identifies Required Resources and shortfalls

People, Equipment, Time, Dollars

Proponent analyzed data to develop a Program Directive

Proponent Drafts the Program Directive (PD)

Minimum requirements are:
- **Purpose of the publication.**
- **Justification for writing/revising the publication**
- **List references for potential requirement.**
- **Priority level of FM – low, medium, or high.**
- **Scope of FM**
- **Doctrine target audience.**
- **Projected FM staffing plan**
- **Recommended FM approval authority.**
- **Potentially impacted publications, including ISAs.**
- **FM Recommended distribution.**
- **POC**
- **Publication Milestones.**
- **Proposed publication outline.**
- **PD coordination list and results**

Proponent Staffs the Draft PD

- **Staffs draft PD internally - within own center, school, or agency.**
- **Staff/Coordinates with other effected proponents and organizations as necessary.**
- **Sends draft PD to appropriate approval authority: CG, Combined Arms Center (CAC) or appropriate MACOM HQ for non-TRADOC proponents.**
- **Throughout the process sends courtesy copies to TRADOC Futures Center, JADD, to evaluate for Joint implication.**

Appropriate headquarters approves PD

Cdr, CAC
Cdr, Non-TRADOC proponent

CAC/CADD assigns FM Number

Phase 3: DEVELOPMENT

Proponent identifies members of the writing team:
- **Subject matter experts (SMEs)**
- **Editors.**
- **Visual information specialists (VIS).**
- **Integrated Concept team (ICT) IAW CIDS/JCIDS processes.**
- **Contractors (if any) IAW Federal Acquisition Regulation Part 10 and DOD Manual 4120.3M**
- **Supervisor.**

Proponent allocates required funds.

Writing Team Conducts Detailed Planning

Writing Team Conducts Detailed Preparation

- Prepares for working group meetings, Coordinates required TDY.
- Obtain and arrange for required automation equipment, electronic storage and distribution of draft pubs, etc.
- Finalized statement of work (SOW) for contractor support, as required.
- Arranges for access to research material: Passwords, clearances, exercises, deployment, etc.
- Creates reviewing audience POC lists, mail and e-mail addresses, voice/FAX numbers, etc.
- Drafts table of contents and publication structure.
- Continue detail research and analyze data
- Makes arrangements for DRAG meeting.

Writing Team Begins Writing Process

- **Conducts working groups/Integrated Concept Team meetings**
- **Conducts TDY.**
- **Supervises drills and exercises, as required.**
- **Continues research.**
- **Continues to analyze data.**
- **Adjusts contents and publication structure, as required.**

Writing Team Writes Initial Draft, or Author drafts if necessary.

- **Author draft staffed in-house only**
- **SME develops/coordinates initial draft with editors and VIS.**
- **Writing team prepares initial draft for distribution via:**
  - Web site (AKO, homepage, etc)
  - e-mail
  - Print, if necessary

Writing Team Staff Initial Draft

- **Selected Army-wide staffing**
- **Announces draft review via memorandum, e-mail, etc.; allows 45 days for electronic staffing.**
- **Staffs electronically IAW ARs 25-30, 340-21, 360-1, and 380-5.**
- **Coordinate potential new DA Forms w/ USAPD**
- **Provides guidance for comments, e.g.**
  - Use line-in/line-out format.
  - Use DA Form 2028 or equivalent.
  - Providing comment category/ rationale.

Writing Team Adjudicate Comments from staffing

- **Incorporates valid comments.**
- **Identifies contentious issues**
- **Works with reviewers to resolve contentious issues**
- **Consolidates non-concurrences; notifies appropriate office - e.g., G-3/S-3, doctrine division, DOTD, proponent CofS - of unresolved contentious issues.**
- **Prepares final draft in line-in/line-out format to show difference from initial draft.**

Writing Team Prepares and staff Final Draft

- **Selected Army-wide staffing**
- **Announces second review via memorandum, e-mail, etc.; allows 45 days for electronic staffing.**
- **Staffs electronically IAW ARs 25-30, 340-21, 360-1, and 380-5.**
- **Coordinate potential new DA Forms w/ USAPD**
- **Provides guidance for comments -**
  - Use line-in/line-out format.
  - Use DA Form 2028 or equivalent.
  - Providing comment category/ rationale.

Writing Team Adjudicate Comments from staffing

- **Incorporates valid comments.**
- **Identifies contentious issues**
- **Works with reviewers to resolve contentious issues.**
- **Consolidates non-concurrences, if necessary; notifies appropriate office, - e.g., G-3/S-3 DOTD, doctrine division, Proponent CofS - of unresolved contentious issues, if any.**
- **Prepares DRAG Draft read-ahead.**

Editor Prepares DRAG Draft IAW TRADOC Reg 25-30

Writing Team Prepares for DRAG Draft approval via decision paper, briefing, or DRAG Meeting

- Distributes the DRAG Draft to the approval authority with appropriate read-ahead material.
- Obtain approval via: decision paper (no issues); Briefing (few issues); or DRAG meeting (Several contentious issues)
- Identifies any continuing contentious issues, with recommendations.
- Makes final administrative preparations.

DRAG Meeting Conducted, if necessary

- **Distribute DRAG read-ahead to participants**
- **Conduct via Onsite or VTC**
- **Writing team make final changes based on approval authority decisions during DRAG.**

Editor Prepares Final Approved Draft

- **Completes final editing/ formatting based on final approving authority - decisions.**
- **Forward to approving authority with memo for approval.**

Phase 4: PRODUCTION

- **VIS prepares Final Electronic File (FEF) IAW AR 25-30, TR 25-30, TR 25-36, approved FM formats, and ATSC/USAPD digital library requirements for print and electronic media - AKO, RDL, CD-ROM, etc.**

Phase 5 PUBLISHING/DISSEMINATION

- **Proponent completes DA Form 260 (emphasis on less paper).**
- **Obtain CAC approval or coordination on 260**
- **Proponent forward 260 and FEF to ATSC – final quality checks**
- **ATSC Forwards 260/FEF to USAPD for:**
  - Authentication/ publish/ contract print requirements/ host on AKO
- **ATSC post on RDL, annual CD-ROM set, etc.**

Distribution Center Provides Printed Pubs to Users – as determine by proponents

- **Print agency print and forward publications to USAPD central distribution center IAW AR 25-30.**
- **Distribution center distributes printed publications and/or CD-ROM sets to operational and institutional Army, IAW proponent's initial distribution list.**

Phase 6: IMPLEMENTATION/EVALUATION/RESCISSION

- **Proponents Integrate new/revised doctrine into institutional Tng.**
- **Operational units implement doctrine in tng and operations, provide feedback and recommended changes to proponent.**
- **CTCs, CALL, BCTP, etc., provide evaluations of doctrine implementation/ execution to proponents.**

LEGEND

- (1) Assessment Phase
- (2) Planning Phase
- (3) Development Phase
- (4) Production Phase
- (5) Publishing and Dissemination Phase
- (6) Implementation/Evaluation/Rescission Phase

The Army Doctrine Development Process
27 April 05